

## ***MARKETING INFORMATION: A LITERATURE REVIEW***

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## INTRODUCTION

Marketing is a relatively new concept in the area of information science. Traditionally considered synonymous with selling, marketing was thought to belong exclusively to the profit-making sector. Because libraries and information units received their funding from sources other than the immediate user, and because librarians and information professionals perceived the value of their product to be self-evident, they did not consider that marketing - construed as selling - applied to them.

In 1960, however, the concept of marketing changed forever with the publication of Theodore Levitt's classic article entitled "Marketing Myopia". In it he challenged the traditional product-oriented approach to marketing, and with it, the notion that a good salesman could sell anything to anybody<sup>1</sup>. Instead, he argued that the key to an organization's success is putting the customers' needs first. In other words, adopting a customer-oriented rather than a product-oriented concept of marketing.

In the early 70s, many attempts were made to extend the use of the marketing concept to the nonprofit sector, including libraries. However, it is only in recent years that marketing information has become a subject of interest to many librarians and information professionals.

Survival is essential to any venture, whether profit or nonprofit. In this competitive age, survival depends on an organization's ability to keep and increase its customers. In the present climate of global recession, shrinking public budgets, and increased competition for the tax dollar, librarians and information professionals have had to face up to the fact that

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<sup>1</sup> Theodore Levitt. 1960. "Marketing Myopia", Harvard Business Review, 38(2), 45-56.

accountability, better service, and a higher profile are essential to their survival. Indeed, it is not enough that they provide good service; they must be perceived by the user and the donor as providing a valuable service. By promoting the value of information through marketing, librarians can help to encourage users' willingness to pay for some of the information services that they offer.

The following document will review the current literature on marketing as applied to the field of information science. The paper is divided into five parts. Part one defines the term marketing and examines the marketing concept. Part two analyzes the components of information marketing which include market planning, market segmentation, consumer analysis, and the marketing mix; a brief discussion of competition is included. Part three looks at the literature pertaining to training librarians and information professionals in marketing information. Part four highlights the problems in information marketing that are peculiar developing countries. Concluding remarks are presented in the final part of the paper.

## **I. DEFINITION: MARKETING**

The word marketing means different thing to different people. To some, it means promotion, advertising, or selling. To others, it is a technique for manipulating and coercing customers into buying things, whether they need them or not. The marketing concept, although gaining increasing recognition and understanding, still suffers from the image of the used car salesman.

Prior to the 1970s, a product-oriented concept of marketing was vigorously applied within the business sector where emphasis was placed on convincing and/or encouraging customers (both actual and potential) to buy products. Marketing managers and strategists were preoccupied with creating a demand for their products.

This changed, in 1960, with the publication of Theodore Levitt's classic article entitled "Marketing Myopia" in which he challenged the notion of traditional product-oriented marketing and called for consumer-oriented marketing. He used the railroad industry to support his claim, arguing that the industry failed when it defined itself as being "in the railroad business rather than in the transportation business. The reason they defined their industry wrong was because they were railroad-oriented instead of transportation-oriented; they were product-oriented instead of customer-oriented."<sup>2</sup>

Many attempts have since been made to re-define the word marketing. Levitt himself emphasized the need to differentiate marketing from selling, stating that "selling is preoccupied with sellers' need to convert his product into cash; marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, discovering and finally consuming it"<sup>3</sup>.

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<sup>2</sup> ibid., p.45

<sup>3</sup> Theodore Levitt quoted in Barry B. Smith. 1983. "Marketing Strategies for Libraries", Library Management, 4(1), p.3.

Recently, Vespry put the same idea more simply, "If you take your product to the market, and sell it, that is 'selling'. When, however, you study the needs of the day, and produce a product for which there is a demand, and take that to the market, then you are marketing".<sup>4</sup>

Marketing thus extends beyond mere selling; it attempts to satisfy users' wants and needs rather than merely provide a product or service. In this sense then, marketing is a "pervasive societal activity that goes beyond the selling of consumable products and includes a variety of services"<sup>5</sup>.

Others have emphasized the element of exchange in their definition of marketing. To Dean for example, marketing is an "exchange of goods and services, and the creation of a need where one did not exist before"<sup>6</sup>. Similarly, Kotler views marketing as, "a systematic approach to planning and achieving desired exchange relations with other groups. Marketing is concerned with developing, maintaining, and/or regulating exchange relations involving products, services, organizations, persons, places, or causes"<sup>7</sup>.

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<sup>4</sup>H. Arthur Vespry. 1993. "Marketing of Information Towards Sustainability", Agro-chemicals News in Brief, Special Issue, December, p.28.

<sup>5</sup> John Akeroyd. 1991. "Costing and Pricing Information: the Bottom Line", Aslib Proceedings, 43, Feb-Mar, p.18.

<sup>6</sup> Sharon Dean. 1990. Winning Marketing Techniques: an introduction to marketing for information professionals, Special Librarians Association, Washington, D.C., USA, p.7.

<sup>7</sup> Philip Kotler quoted in Lim Kim Char. 1988. "Library Marketing and its Application to Public Libraries", Singapore Libraries, 18, p.21.

The element of profit comes into some of the definitions of marketing. The Chartered Institute of Marketing defines the term as "the management process responsible for identifying, anticipating and satisfying customer requirement profitably"<sup>8</sup>.

Still other definitions such as the one provided by Chandler have added the promotional aspect of marketing whereby marketing is considered to consist of three vital components<sup>9</sup> -

- . knowing who your customers/potential customers are
- . gearing your products and services to them
- . making sure they know about you.

Perhaps Cronin's definition best sums up those outlined so far. To Cronin, marketing is a consumer-oriented philosophy. When asked to define marketing, he said, "if I had to sum up in one word what marketing means, then I think I would choose the word proactive"<sup>10</sup>. Marketing therefore implies an exchange relationship based on a service philosophy that is user-oriented rather than product-oriented and primarily geared towards satisfying users' needs.

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<sup>8</sup> Tavnir Rasab. 1991. "Marketing for the Librarianship and Information Professional", in Aslib Information, 19(2), p.39.

<sup>9</sup> Karen Chandler. 1991. "Practical Promotional Strategies for Your Information Service", in Aslib Information, 19(2), p.48.

<sup>10</sup> Blaise Cronin. 1982. "New Technology and Marketing - The Challenge for Librarians" in Aslib Proceedings, 34,(9), p.380.

## II. MARKETING AND THE INFORMATION WORLD

To what extent is the marketing concept used by profit-making businesses applicable to nonprofit organizations such as libraries and documentation units? Advocates of the marketing of information claim that once all the marketing components (which will be discussed in the later parts of this report) are defined within the context of information services, it is evident that the concepts are not only applicable but are also beneficial to nonprofit organizations. With reference to the information realm, Bachubire claims that whereas in the marketing of "tangible" commodities the ultimate goal is to sell, in the marketing of information services emphasis is given to fulfilling the needs of the clients/users of information products or services<sup>11</sup>.

But the client or user of information and information products is not the only target of marketing within an information context. As Shapiro points out, "It (the typical private nonprofit organization) has two constituencies: clients to whom it provides goods and/or services and donors from whom it receives resources."<sup>12</sup> Similarly, Walters states that,

For libraries, our customers are not only the people who come to us seeking information, books, and materials; they are also individuals and organizations who have a stake in our organization. These stakeholders are the elected officials who control city budgets and our funding base, civic and neighborhood associations, and a wide variety of special interest groups<sup>13</sup>.

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<sup>11</sup> Melania Bachubire. 1991. "An Evaluation of the Marketing Strategies of a Small Documentation Centre" in Information Trends- News Magazine, 4(1), p.18.

<sup>12</sup>Benson P. Shapiro. 1973. "Marketing for Nonprofit Organizations", in Harvard Business Review, 51(5), p.124.

<sup>13</sup>Suzanne Walters. 1992. Marketing: a how-to-do-it manual for librarians, Series Number 20, Neal-Schuman Publishers, Inc., New York, NY, USA, p.v.



Effective marketing to the institutions that fund information or library services, who may or may not be the same as the users of the information or library services, is essential to the growth and survival of the services. Walters argues that applying marketing principles to planning library products and services not only increases the effectiveness of the library services, but also increases the value of the library in the eyes of customers, elected officials, donors, and other stakeholders. Marketing is "simply presenting the benefits of your organization to your various publics in an effective way."<sup>14</sup>

Introducing marketing to the domain of information has not been easy. One of the reasons for the traditional resistance on the part of librarians and information professionals to adopt the marketing concept is the misconception that it means manipulating and coercing customers into buying things, a concept that they, understandably, considered inapplicable to the domain of information.

This reluctance to adopt marketing is aggravated by the belief among information professionals that the benefits of information are self-evident. Tucci refers to this as being organization-centred and claims that there are still some librarians and documentalists who operate from this viewpoint:

...they (librarians and documentalists) see their collection of books and resources as inherently desirable; the responsibility for non-productive use of these resources is placed on the customers who are viewed as either ignorant and unmotivated or arrogant and too proud to admit their lack of knowledge about information. Little, if any research is devoted to understanding customers' needs and desires, let alone to know the customer use and gather information. Marketing, if any exists, is synonymous

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<sup>14</sup>ibid., p. vi.

with promotion and the occasional public relations piece that highlights a particular service<sup>15</sup>.

As a result, many librarians and documentalists do not see a need for "marketing" their services. This is why Amaral claims that introducing or adopting marketing techniques to libraries "involves modifying traditional activities, developing strategies for change and preparing these organizations for future trends"<sup>16</sup>.

Although the notion of marketing is changing amongst information professionals and librarians, as Tucci concluded, much still remains to be achieved<sup>17</sup>. Perhaps creating a better understanding amongst information professionals of what marketing is about is the key to promoting marketing within the information arena. The goals may be different, the objectives miles apart, but the bottom line is that marketing principles are just as applicable and essential to the information realm as they are to the commercial sector.

### **A. Planning for Marketing Information**

Planning starts with a definition of one's mission. In other words, one has to respond to Levitt's question; "what business do we think we are in?". Although Levitt was challenging the profit-making business at that time, Shapiro argued that a librarian or an information

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<sup>15</sup> Valerie K. Tucci. 1988. "Information Marketing for Libraries", in Martha E. Williams ed., Annual Review of Information Science and Technology, 23, New York, Oxford, Tokyo, p.61.

<sup>16</sup> Angelica Sueli Amaral. 1992. "What Library Managers Know About Marketing: a study of Brazilian geoscience and mineral technology libraries", in Information Development, 8(2), p.90.

<sup>17</sup> Tucci has documented the progress in information marketing from the 60s through the 80s. She notes that although there has been significant progress in the application of marketing to information sciences, progress has not been rapid. Refer to Tucci, op.cit., p.78.

specialist should still ask this key question. Shapiro himself responded to this when he claimed that libraries and documentation centres are in the business of satisfying customers' needs for information<sup>18</sup>.

Shapiro is not the only one who saw the applicability of Levitt's challenge to the information realm. Gee answered the same question when he stated that libraries and documentation centres are "there to help"<sup>19</sup>. In other words, they are in the business of providing service.

In the course of providing "help" to clients, information professionals have to plan on how best to accomplish their task. They need to decide whether to introduce new products/services to their present market or provide more of the same services; whether to seek new markets for existing products/services; or whether to develop new products/services for a new market. The goals and objectives have to be clearly stated and a strategy designed to achieve them. However, decisions on marketing strategy should be taken after careful analysis of external and internal environmental factors; market threats and opportunities.

Galvin and Keiser recommend that before a marketing plan is devised, an information needs assessment be undertaken, i.e. a careful, methodical examination of the size, growth rate, and information usage pattern of each department or user group within the parent

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<sup>18</sup> Stanley J. Shapiro. 1980. "Marketing and the Information Professional: odd couple or meaningful relationship?" Special Libraries, 71(11), 471-72.

<sup>19</sup> Ralph D. Gee. 1981. "Inspiring a Promotional Creed in Information Service: an examination of how far the classical theories of customer-oriented marketing are applicable within the realities of information service organizations". In Blaise Cronin, ed., The Marketing of Library and Information Services, Aslib Reader Series, vol.4, London, p.60.

organization. This stage focuses as much on the groups of users currently being served as those who are "logical potential markets (areas for future growth)"<sup>20</sup>.

Equally important at this stage is making "an objective assessment of the strengths and weaknesses of the library or information centre"<sup>21</sup>. This includes looking at the library's material resources (budget, collection, computer hardware and software, database access, etc.); staff skills and attitudes; objectives (are they in line with the objectives of the parent organization?); and products. The information audit helps identify weaknesses amenable to corrective measures. e.g. a more efficient allocation of resources, inservice training for staff, etc., and ensure that the goals set will be realistic under existing material circumstances.

## **B. Market Segmentation**

A library or information centre must have a clear vision of its market - i.e, to whom it seeks to provide information. Smith states that "a market is usually seen as a particular group of people who share some common characteristic, and it is the nature of that characteristic which defines the market..."<sup>22</sup>.

In order to understand the concept of market segmentation, it is important to make a distinction between differentiated and undifferentiated markets. Smith has attempted to define these terms with reference to the library situation. He explains that when a library or documentation unit designs a product and tries to meet the needs of everyone, the approach

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<sup>20</sup>Carol K. Galvin and Barbie E. Keiser. 1994. "A Market-Driven Approach for The Library/Information Center", FID News Bulletin, 44(1), p.5.

<sup>21</sup> ibid., p.7.

<sup>22</sup> Smith, op.cit., p.6.

is called undifferentiated marketing. However, if particular sub-groups are identified and products are designed to meet the particular needs of each, it is differentiated marketing. Smith and many others feel that libraries should differentiate their market and identify the segments that they want to serve. They reproach libraries and documentation centres with 'trying to be everything to everybody' and argue that it is impossible to serve all of the people all of the time.

In a library or documentation unit, market segmentation involves identifying users (potential or actual) with similar characteristics so that products can be developed in accordance with their specific needs. Market segmentation can take several forms. For example, it can be geographic (by region or area), demographic (age, sex, educational level, occupation, etc.), or psychographic (according to what users see as benefits arising from the service)<sup>23</sup>. As Shapiro notes; "grouping potential customers into fairly homogeneous segments enables you to do your marketing with a carefully targeted rifle rather than with a shotgun scattering pellets every which way"<sup>24</sup>.

### **C. Market Analysis**

If we agree that the core of marketing lies in responding to users' needs and demands, then analyzing users' information needs and demands becomes a primary task of any marketing strategy. However, it is sometimes the case that a market has not yet recognized a

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<sup>23</sup> ibid., pp. 8-9.

<sup>24</sup> Shapiro, op.cit., p.472.

need or is not aware of the existence of a product or service to satisfy it. It then becomes necessary to educate the target market in the benefits to be derived from using a particular product or service and to create the desire.

Assessing customers' wants, needs, and desires is far from being an easy task. This difficulty is well expressed by Smith:

Many library users do not know what they want, and often do not ask for what they need. If that is true of users, then it is even more true of non-users who may well have needs which they cannot articulate because as yet there is no service which they are aware of which could help them<sup>25</sup>.

Once target markets have been determined, it is important to discover the character, wants, needs, and demands of each. Unfortunately, managers sometimes make the mistake of making assumptions about their clients. Should this happen and should the clients be misunderstood, failure is unavoidable. Marketing therefore attempts to replace assumptions about clients with actual facts.

Careful market research is needed to assess users' needs by having a proactive relationship with them, and by encouraging their feedback. Understanding clients' needs requires tremendous effort on the part of information professionals. As Gee argues; "we still need to know what our users need and we cannot do this from a desk or an information centre which we never leave... That concept, I argue is part of marketing"<sup>26</sup>.

#### **D. The Marketing Mix**

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<sup>25</sup> Smith, op.cit., p.12.

<sup>26</sup> Cronin, ed., op.cit., p.61.

Market planning, market segmentation, and consumer analysis lay the groundwork on which the marketing ingredients - popularly known as the 4Ps - are based. The marketing mix comprises product, promotion, price, and place. Together, they form the basis of the marketing strategy of an organization.

*i) Product*

A product can be defined as "anything capable of satisfying a need, want, or demand...and this includes a service"<sup>27</sup>. Kotler similarly defined it as "anything that can be offered to a market to satisfy a need"<sup>28</sup>.

When we think of a library or a documentation centre, we generally assume that the product is information. This belief is shared by many professionals in the field and by numerous marketing specialists. However, Cronin, Gee, and many others argue that information is not the product offered by librarians/information centres. Rather, they claim that information professionals act as intermediaries between collections and resources and end-users. Gee clearly articulates this argument when he urges that:

we must be clear what it is we are selling. I suggest that the product is not, in fact, information. We buy this from publishers. We do not create it, or alter it. What we are promoting, and of which we should be aware, is our knowledge, experience, competence, craftsmanship, comprehension of the client's uncertainty, and the net result of saving time. We sell help.<sup>29</sup>

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<sup>27</sup> ibid., p.29.

<sup>28</sup> Philip Kotler quoted in Darlene E. Weingand. 1987. Marketing-Planning Library Information Services, Libraries Unlimited, Littleton, CO, USA, p.62.

<sup>29</sup> Cronin, ed., op.cit., p.55.

On the basis of the above argument, one can argue that information is the product of those who do research and write. On the other hand, documentation centres and libraries who repackage the information for their clients are putting the benefit of their knowledge and expertise to the use of the user, and adding value to raw information. The book reviews, syntheses, abstracts, bibliographies, and databases offered by libraries and documentation centres are information products as well.

Weingand acknowledges the fact that whereas in the profit sector, the product is a tangible good and hence easy to define, it is not so in the nonprofit sector. However, she too identifies a number of information products, including reference/information service, telephone information service, interlibrary loans, referral, circulation materials, and CD-ROM database access<sup>30</sup>.

Since a product provides a means to satisfy a need, the importance of market analysis becomes obvious. Based on an analysis of the market, a decision can be made concerning whether to introduce new products or re-develop the existing ones. The core of the marketing strategy concerning products thus lies in whether to develop, change, or phase out products in the light of market opportunities and threats<sup>31</sup>. Market opportunities might include newly identified needs and opportunities presented by the new technologies (e.g. CD-ROM); threats might include competition from another source providing a similar information product.

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<sup>30</sup> Weingand, op.cit., p.59.

<sup>31</sup> Smith, op.cit., pp.30-36.



Another issue that is raised concerning products is their life span. A product has a life cycle; it develops, grows, matures, and declines. In the information domain, librarians and information professionals are urged to be alert to the life cycle of their products, phasing out outdated products and replacing them with new ones. The underlying assumption is that needs change over time and that products should follow suit lest they become obsolete.

Monitoring the life cycle of information products should be an important task of the librarian or information professional. If there is effective marketing in place, i.e. continuous contact between librarians or information professionals and users, then this process becomes natural. It will become apparent what products have become obsolete and what new products are being sought.

## *ii) Promotion*

Market planning and market segmentation are essential components of the overall marketing strategy and of the promotional strategy in particular. Chandler believes that the pre-requisites to promotion are knowing who one is aiming at and making sure that one's service really answers their needs<sup>32</sup>. The promotional means and message can then be tailored to the specific audience.

Promotion is perhaps the one element of marketing that has traditionally been recognized and practised by librarians. Users (potential or actual) need to know what is available and promotion is an effective method and time honoured means of doing this.

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<sup>32</sup> Chandler, op.cit., p. 48.

Along with the other components of the marketing mix, it still has a vital role to play in the overall marketing strategy.

Judge for instance claims that, "information is only of value when it is used and that to make use of information, potential users must be aware of its existence"<sup>33</sup>. Promotion aims at encouraging users and at informing non-users about the existence and the benefits of information products and services. For effective promotion, the main promotional strategies including personal contact, advertising, and public relations need to be used in the appropriate combination, depending on the market segment (or set of stakeholders) that is being targeted.

Marketing is an on-going process in the sense that it does not stop simply at offering a product or promoting it. It involves continuous assessment and re-assessment of users' needs. It is a proactive process. And like products, promotion strategies too need to change over time.

Irving has looked to the market place for new insights into promoting library services and products.

When we examine other successful products and services we see that what succeeds in the market-place fulfils criteria relating to convenience, ease of use, perceptions of the balance between cost and value, choice, something new, or novel ways of doing existing tasks.<sup>34</sup>

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<sup>33</sup> Peter J. Judge. 1984. "The Marketing of Information Services- A Regional Workshop and Its Context", International Forum on Information and Documentation, 9(3), p.18.

<sup>34</sup>Ann Irving. 1992. Marketing the Information Profession to the Information Society, Library Association Publishing Ltd., London, UK, p.4.

Irving is not alone in noting the effectiveness of marketing a product not only in terms of its features, but also in terms of its subjective value to the user.

### *iii) Price*

Until recently, the issue of pricing information was not given much consideration due to the notion that information should be provided free of charge. But is this always the case? Lawyers, accountants, and financial advisors, have always charged for their expertise on an hourly basis. Would it not be reasonable to expect librarians to do the same?

Pricing library services, however, presents some particular problems and raises some difficult questions. In the first place, public and university libraries receive their budgets from the government. Users may feel that they have already paid for services through their taxes and resent being billed for them a second time. Another problem is that pricing information services may put them beyond the reach of a portion of the clientele, introducing inequalities in access to information.

But in this day of cutbacks and reduced public funding, libraries and documentation centres are finding it necessary to take a hard look at the cost of the services that they provide and to consider recovering at least some of these from the user.

Before considering putting some sort of pricing mechanism in place, it is important to establish the cost of the various services provided. This involves calculating the direct costs associated with a given activity (e.g. personnel, equipment, long distance charges, supplies, etc.) as well as the indirect costs, i.e. "those costs that are not readily assignable to a

specific project or activity. Examples of these might include administration and book-keeping expenses, heat, janitorial service, stationary, insurance, and utilities, as well as library support services such as cataloguing, binding and acquisitions."<sup>35</sup> In this way, it is possible to come up with a unit cost per service centre (e.g. reference, interlibrary loans, etc.).

Costing the library service can be a useful management tool whether or not a decision is made to charge users for some services. For example, once unit costs per service have been established, an in-house library can allocate these to the various departments of its parent organization that are using its services. Even if the departments are not actually billed for the services, they will have a better idea of the monetary value of the services that they are using. Moreover, the library can then demonstrate its value to the organization by showing how much more it would have cost the departments if they had to go outside to obtain the same services.

Wood found the exercise of running the library as a profit-making business to be useful in identifying realistic prices, useful statistics, and unnecessary procedures.<sup>36</sup>

Once library services have been costed, a number of alternative pricing strategies can be considered. Olaisen suggests five alternative pricing models: optimal pricing, where a profit is made; pricing according to value (this may be done at a profit or loss, depending on what the market will bear); full cost recovery; marginal cost recovery; and free

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<sup>35</sup>Julie A.C. Virgo. 1992. Costing and Pricing Information Services. In, Cronin, Blaise, ed., 1992. The Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, p.263.

<sup>36</sup>Lawraine Wood. 1992. "Running the library as a profit making business". In, Cronin, B., ed., 1992, The Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, p.296.

distribution. This is also considered a pricing alternative, with all the costs being borne by society.<sup>37</sup>

In many libraries and documentation centres, online services have a price, perhaps because online costs are relatively visible as well as "user-sensitive"<sup>38</sup>. Other common forms of pricing in libraries include charging fines for overdue books, photocopying charges, postal charges on reserved books, and charges for library privileges by non-residents, in the case of public libraries, or non-affiliated individuals, in the case of university libraries. These charges are fairly straightforward, being based on tangible things like the cost of paper and stamps. But when it comes to establishing a pricing mechanism for some of the other services offered by libraries, for example, reference, a consensus has yet to be reached.

For example, does the time that a reference specialist spends on a search necessarily reflect its value? A 10 minute search may yield information vital to a users' concern, while a search that yields nothing will probably take much longer, due the professional's unwillingness to leave any avenue unexplored. This leads to the question of whether the client should be billed on the basis of time spent, even on a search that yielded negative information, or whether a standard rate for searches should be adopted.

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<sup>37</sup>John L. Olaisen. 1992. "Pricing Strategies for Libraries and Information Services". In, Cronin, B., ed. 1992. Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, p. 240.

<sup>38</sup> Sheila A.E. Webber. 1990. "Priced Business Information Services From the Public Sector: will they succeed?", IFLA Journal, 16(2), p.221.

Generally speaking, it would be unrealistic to expect full cost recovery in the information arena and this is not the aim of the pricing strategy. Rather, it is designed to minimize or offset some costs.

The issue of pricing is fraught with particular problems in the developing countries, as the Development Information Network for South Asia (DEVINSA) found. It was not possible to establish a 'going rate' for bibliographic information in Sri Lanka, and the cost-based price set for the service turned out to be more than the market could bear. Price discrimination was then introduced with the intention of subsidizing sales in South Asia with sales outside the region<sup>39</sup>.

This approach was applied with some success at the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), where it was decided to charge those SDI clients with the most ability to pay a price based on the average number of records and number of photocopies sent out to them on an annual basis. This approach was found acceptable to nine out of the 10 targeted clients. Plans to extend pricing to another segment of the clientele, and to explore the pricing of other information products, are underway.<sup>40</sup>

While pricing information services may sometimes be done to limited the demand for a certain type of service, freeing the staff for other activities, it may also inadvertently do so. Kar notes that when the Tata Energy Research Institute in New Delhi started charging a nominal fee for its abstracting and indexing services, the number of users

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<sup>39</sup>Hemamalee Geethananda. 1993. "Marketing Development Information in South Asia". Information Development, 9(1/2), March/June, p. 47.

<sup>40</sup>Jotwani, D. and Haravu, L.J. 1993. "Pricing of the SDI Service at ICRISAT", Journal of Information Science, 19, p.54.

dropped considerably. The same thing happened when the Indian National Scientific Documentation Centre began charging for selections from its current awareness database.<sup>41</sup>

As Geethananda has noted, one of the problems of applying marketing strategy in the non-profit sector springs from the differences between the business and the non-profit sector. The former uses market strategy to sell its products for profit, while the latter "uses market strategy mainly to fulfil its social role in society and secondly, to find funds for its existence".<sup>42</sup>

Although the number of priced information services offered by libraries in the public sector has increased, it is generally acknowledged that there will always be some forms of information services provided free of charge, subsidized by government. As Marks has pointed out, the reason that these

services are offered in the public rather than the private sector is likely to be as a consequence of market failure, that is, it is not economically feasible, or socially desirable, to leave the responsibility of service provision to the private sector. The ultimate aim of the public sector organization is long term 'social profit' rather than short term 'customer satisfaction'.<sup>43</sup>

#### iv) Place or Distribution

Selecting target markets, analyzing consumer behaviour, and designing a product or service which is best suited to fulfil the needs of the target market are of no avail if the product or service does not reach the intended or actual users. Thus, distribution is a

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<sup>41</sup>Debal C. Kar. 1992. "Information Services and Products: a marketing approach within an Indian context". Library Review, 41(5), p. 46.

<sup>42</sup>Geethananda, op.cit., p.48.

<sup>43</sup>Lindon Marks. 1994. "Marketing and the public sector library: some unresolved issues", The Australian Library Journal, February, p.23.

vital component of the marketing mix. This means ensuring that the library or documentation unit is accessible to clients and that proper distribution channels are identified and used to get the products and services to the clients.

With today's information technologies, however, 'place' need not be taken literally. With the arrival of the 'virtual library', the client need not visit the library personally to avail himself or herself of its services. Nor does the information product need to be transmitted physically. Irving states,

Over the past decade I have specifically avoided linking information and knowledge with library collections, for the latter are merely today's system for making these available, and are already being eroded by tomorrow's 'libraries' on compact disc and electronic networks.<sup>44</sup>

## **E. Competition**

The issue of competition is one that surfaces frequently in the recent literature on marketing information. Public libraries compete for scarce tax dollars. Special libraries compete for budget allocations; they also have to compete for clients against outside sources of information.

A recent publication by Ouellette is based on the premise that information services (IS) and libraries within organizations can no longer take their value to the organization for granted, or assume that they are immune from competition. Technology has made it possible for individuals and groups within organizations to go outside the company should their own IS fail to satisfy their information needs. IS staff must therefore make every effort to ensure

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<sup>44</sup>Irving, op.cit., p.37.



that their clients' needs are satisfied and that their services are recognized and valued by management.<sup>45</sup>

Keiser and Galvin have also noted that the "new librarian recognizes the threat of competition and develops strategies to deal with it"<sup>46</sup>. Competition, in this case, consists of external databases that are marketed directly to end-users, allowing them to bypass the library. They recommend that the librarian take on the role of internal consultant in helping users to select appropriate information sources to solve a particular problem.

Librarians and information professionals must also learn how to promote themselves and the value of the services that they provide. Again, Keiser and Galvin maintain that it is not enough to supply senior management with library statistics such as the number of reference questions responded to each day; it is better to demonstrate that the library deserves increased funding by pointing to tasks that it has absorbed from other departments and to show how the use of information has added value to the company's products. They even go so far as to suggest that the risks incurred had the information not been available, as well as the benefits accruing from its use, be balanced against the cost of providing the service. This approach is referred to as 'value analysis' as opposed to 'cost-benefit' analysis.<sup>47</sup>

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<sup>45</sup> L.P.Ouellette. 1992. How to Market the IS Department Internally: gaining the recognition and strategic position you merit, AMACOM, a Division of American Management Association, New York, NY, USA. 185 pp.

<sup>46</sup> Barbie E. Keiser and Carol K. Galvin. 1988. Marketing Library Services: a nuts-and-bolts approach, third edition, Riverside Data Inc.'s Marketing Library Services Series, Sudbury, MA, USA. pp. I.11.

<sup>47</sup> ibid., p.I.9, 3.0.

### III. TRAINING INFORMATION PROFESSIONALS AND LIBRARIANS IN INFORMATION MARKETING.

Information professionals need to understand marketing and its concepts in order to apply it. However, as pointed out in the preceding sections, there is strong evidence to suggest that many librarians and documentalists lack proper understanding of the marketing concept and its applicability to their field. Amaral's survey of the Brazilian geoscience and mineral technology libraries confirmed this conclusion. The results showed that the majority of library managers and librarians surveyed lacked marketing knowledge. Those who claimed to be conversant with the concept understood it to mean only promotion or selling. In the report, Amaral states: "...somemanagers, for example, indicated that they knew enough about marketing, but in explaining how they applied it, failed to mention users or their information needs; they mentioned only promotional activities, which constitute only one aspect of marketing".<sup>48</sup> This and similar examples suggest that perhaps marketing is not emphasized enough in the training of professional librarians and documentalists.

If ignorance is the major obstacle to the application of marketing by information professionals, then training information personnel in marketing is a vital first step in incorporating the marketing concept in information sciences. In fact, one of Amaral's recommendations is that marketing become an integral part of the curricula in the training of information professionals and that seminars and courses on marketing be given to those existing information managers. Likewise, Shapiro suggests that universities teach librarianship

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<sup>48</sup> Amaral, *op. cit.* p. 90-94.

combined with management, and with particular emphasis on marketing. He even suggests that a joint MLS-MBA program be established.<sup>49</sup>

If the marketing principles are to be embraced by the information professionals, there needs to be training of information specialists who are already in the field. In addition, future librarians and information specialists need to be taught the importance of marketing and its application to the nonprofit sector and to the information world in particular. To achieve this, the current curricula of librarianship and other information courses need to be revised and the element of marketing and management added to it.

As much as there is agreement on the need to include a marketing component in the training of information professionals, there are very few publications on how to incorporate the marketing concept into training. One of the few publications which has tackled the issue is Savard's book entitled "Guidelines for the Teaching of Marketing in the Training of Librarians, Documentalists and Archivists".<sup>50</sup> This book presents a clear vision of what marketing is and how it is applicable to the domain of information. Savard claims that as much as there is a need for including marketing courses in the curriculum of librarianship, identification and selection of qualified teachers who have a management as well as an information science background is vital. A marketing course for information professionals, he suggests, should include courses on promoting awareness of the importance of marketing for information services, consumer information-seeking behaviour, market research, components

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<sup>49</sup> Shapiro, op.cit., p.107.

<sup>50</sup> Réjean Savard. 1988. Guidelines for the Teaching of Marketing in the Training of Librarians, Documentalists and Archivists, UNESCO, Paris, France, January, 115 p.

of the marketing mix, and marketing strategy and planning. He also suggests that these courses be taught in an environment where student participation, team work, and role-playing are encouraged.

While there may be a dearth of information on incorporating marketing into the formal training of librarians and information professionals, there have been some very good books and articles written for librarians and information professionals on the practical aspects of applying the marketing concept in libraries and documentation centres. Keiser and Galvin have written a step-by-step guide, replete with techniques and examples, that focuses on improving service to users and on promoting the library within the organization.<sup>51</sup> Similarly, Walters has produced a 'how-to' manual that not only covers the basic elements of marketing and their application vis-à-vis the library user, but also the relevance of marketing in dealing with the entities that fund the library, i.e. municipal governments, private donors, etc.<sup>52</sup>

Moreover, the growing interest of librarians and information professionals is reflected in the number of meetings and workshops have been organized by professional associations on the theme of marketing information. A Spanish language training manual is now available that was designed as a tool for use in such a workshop to acquaint librarians and documentalists from the 18 regional networks that make up the Latin American Network for Information and Documentation in Education with marketing principles and practice. The content of the manual can be covered in eight 3-hour sessions or 4 full days. The program

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<sup>51</sup>Keiser and Galvin, op.cit., 1 vol. (various pagings).

<sup>52</sup>Walters, op.cit., 112 pp.

includes practical exercises based on real or hypothetical situations that are carried out in groups of 4-5 persons to illustrate the various elements of marketing.<sup>53</sup>

#### **IV. SPECIAL PROBLEMS RELATED TO INFORMATION MARKETING IN DEVELOPING COUNTRIES**

Information is very important for decision making and is vital for the overall development of any country, particularly so in the case of developing countries, where appropriate use of scarce resources is critical. Decision-makers at every level of the economy need relevant and up-to-date information to assist them. The dissemination of this vital information requires effective marketing so that those who need information are aware of its existence and acquire it on time.

The preceding part of the report has portrayed the "state of the art" of marketing information products/services. Although all that has been said holds true for both developed and developing countries, there are some additional problems specific to the developing countries that need to be addressed separately.

Much as the developing countries have acknowledged the importance and usefulness of information and have attempted to acquire relevant information, there still remains an enormous information gap between the developing and the developed countries. However, the biggest problem is not the lack of information itself. As Agha and Akhtar point out,

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<sup>53</sup>Brigitte Gaiffe. 1994. Proyecto Red de Redes: Mercadeo de la Información: Manual de Entrenamiento, CIDE/REDUC, Santiago, Chile. 76p.

although developing countries acknowledge the usefulness of information in decision-making and in the process of economic development in general, little if any attempt is made to disseminate the acquired information to those who need it<sup>54</sup>. Like their counterparts in developed countries, librarians and information professionals in developing countries do not understand or have an outdated notion of marketing.

In addition, the development of information infrastructure is accorded low priority by the governments of many developing countries<sup>55</sup>. As a result, potential and actual users of information are often unaware of the availability of information services. Malhan, for example, reports a lack of public awareness about the services available from libraries in India<sup>56</sup>.

Funding is yet another problem. Abid argues that libraries in many developing countries lack sufficient funds to subscribe to journals or to buy books. In Abid's own words "they remain libraries in name only and are unable to perform their vital role - that of providing ready access to critical information and knowledge"<sup>57</sup>.

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<sup>54</sup> S.S. Agha and Akhtar Shahid. 1992. "The Responsibility and the Response: sustaining information systems in developing countries", Information Systems in Developing Countries, p.2.

<sup>55</sup> ibid., p.3

<sup>56</sup> Inder Vir Malhan. 1988. "Science Information Services From India - A Study", International Forum on Information and Documentation, 13(2), April, p.24

<sup>57</sup> Abdelaziz Abid. 1992. "Improving Access to Scientific Literature in Developing Countries: a UNESCO programme review", IFLA Journal, 18(4), 315.

In Africa, Mchombu has noted that only about 7.5% of the population in Botswana, 2-3% in Kenya, and 1-2% in Tanzania use libraries<sup>58</sup>. One of the factors accounting for this is the high rate of illiteracy, especially in the rural sectors and shanty towns. Nawe suggests that, under such circumstances, "concentration on book-based library and information services reflects a serious weakness in management and exposes the lack of vision of many information professionals..."<sup>59</sup>In other words, in response to Levitt's question, they have defined their business as 'lending books' rather than 'providing information'. Nawe goes on to suggest that radios and cassette recorders and cassettes might better fulfil the information needs of this clientele.

Aina reports that African farmers lack pertinent information to improve their productivity and claims that high levels of illiteracy keep them from making use of written sources of information<sup>60</sup>. Nwagha claims that this is especially true for rural African women<sup>61</sup>. In the face of this problem, extension services have become popular means of communication and significant sources of information. Perhaps they could be targeted for training in assessing users' needs and marketing information.

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<sup>58</sup>Mochombu, K.J. 1991. "Which Way African Librarianship?" IFLA Journal, 17(1), p.30.

<sup>59</sup>Julita Nawe. 1993. "Management and Marketing of information Services in Africa." Information Development, 9(1/2), March/June, p.54.

<sup>60</sup> L.O. Aina, 1990, "Informing African Farmers: some obstacles to information flow", Information Development, 6(4), October, p. 201.

<sup>61</sup> Georgiana K.N. Nwagha. 1992. "Information Needs of Rural Women in Nigeria", Information Development, 8(2), April, 76-82.

Another problem is the language barrier. Information acquired from developed countries needs to be translated into local languages; often, this is a prerequisite for the information to be of any use.

Thus, lack of information, lack of funding, poor marketing infrastructure, illiteracy, and language barriers generate additional challenges to information marketing in developing countries. To overcome these problems, first and foremost, the value of information management and the significance of marketing need to be recognized by information professionals and governments in the developing countries. Training information personnel in marketing is also vital to enable them to convince potential users, especially decision-makers, of the value of information.

Nevertheless, there is evidence of a growing interest in marketing on the part of librarians and information professional in developing countries. The Association africaine de marketing de l'information et de la documentation (AFMID) was formed following a workshop on marketing information and documentation services that was held in Rabat, Morocco, in December 1991, and now produces the AFMID Bulletin twice a year<sup>62</sup>.

More recently, a seminar was held in Tunisia<sup>63</sup> and a workshop in India<sup>64</sup> on the same subject.

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<sup>62</sup>Association africaine de marketing de l'information et de la documentation (AFMID), AFMID Bulletin, c/o CND, B.P. 826, Rabat, Maroc.

<sup>63</sup>Banque internationale d'information sur les états francophones (BIEF). 1992. Le Marketing de l'information, Tunis, Tunisie, 4-6 mai 1992, BIEF, Ottawa, ON, Canada, 315 pp.

<sup>64</sup>Abhinandan K. Jain et al. 1994. Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1 vol. (various pagings). Publication pending.



## **V. CONCLUDING REMARKS**

While the idea of marketing information may have been an alien concept in the past, the economic events of the last decade have made it imperative that librarians and information professionals adopt and apply marketing principles in their work. The need to compensate for cutbacks in funding from government or private donors have forced libraries and documentation centres to find new sources of revenue, including charging user fees for certain services.

Moreover, the new information technologies have made it possible for an individual in an organization or company to bypass the in-house library or information services and acquire information directly, without the intermediary of the librarian or information professional. This has introduced the element of competition - another formerly alien concept - into the realm of librarianship and information science.

The recent proliferation of articles and books on the subject is an indication that information professionals have recognized these problems and threats and are moving towards a better understanding marketing and how it can be applied in their work. The next step, it is to be hoped, will be a more articles and books presenting case studies of successful marketing strategies in the area of information services.



## **ANNEX ONE: ANNOTATED BIBLIOGRAPHY**



Aina, L.O. 1990. "Informing African Farmers: some obstacles to information flow". Information Development, 6(4), October, 201-3.

States that African farmers lack the pertinent information needed to enable them to increase their agricultural productivity. This lack of information is exacerbated by factors such as low level of literacy, the scarcity of radio and television sets, and the shortage of agricultural information extension workers. In the face of such obstacles, African farmers are said to rely more heavily on inter-personal contacts than on other forms of communication. The author recommends that attempts be made to reduce illiteracy, to provide radio and television to the rural poor at subsidized cost, and to train specialists in agricultural information work.

Amaral, Angelica Sueli. 1992. "What Library Managers Know About Marketing: a study of Brazilian geoscience and mineral technology libraries". Information Development, 8(2), 90-94.

The paper is based on a survey conducted in the Brazilian geoscience and mineral technology libraries. The survey was prompted by general user dissatisfaction with the libraries in question. The survey results demonstrated that the majority of library managers and librarians lack marketing knowledge. Among those who claimed to be conversant with the concept, marketing was understood to mean only promotion or selling. The author recommends that marketing become an integral part of the curricula in the training of library managers and that seminars and courses be given to existing managers to enhance their knowledge of marketing and to encourage the application of marketing principles to the information science.

Association africaine de marketing de l'information et de la documentation (AFMID),  
AFMID Bulletin, (bulletin d'information semestriel), c/o CND, B.P.826, Rabat, Maroc.

AFMID was formed following a workshop on marketing information and documentation services that was held in Rabat, Morocco, in December 1991, on the premise that the marketing concept is a philosophy of management and can be effectively applied in diverse cultural settings. AFMID publishes a newsletter twice a year.

Atlas, Michael C. 1994. "Development in Academic Libraries: a review of the literature",  
Journal of Academic Librarianship, 20(2), May, 63-70.

Reviews the literature on library development and examines ways in which libraries can generate funds. 110 references.

\*Bachubire, Melania. 1991. "An Evaluation of the Marketing Strategies of a Small Documentation Centre". Information Trends- News Magazine, 4(1), 17.

Attempts to evaluate the marketing strategies that are in operation in the Unesco National Commission Documentation Centre in Tanzania. Makes a case for marketing information and briefly discusses the marketing mix. Makes recommendations on how current marketing of the Documentation Centre can be strengthened.

Banque internationale d'information sur les états francophones (BIEF). 1992. Le Marketing de l'information : actes du Séminaire international sur le marketing de l'information, Tunis, Tunisie, 4-6 mai 1992, BIEF, Ottawa, ON, Canada, 315 pp.

This meeting brought together 107 individuals from 16 countries, including representatives from 5 international institutions, 11 schools of information science, 5 university libraries, 4 national documentation centres, 3 national libraries, 3 national archives, a consultant in information management, and an official responsible for media training.

The 22 papers presented centred around three topics: the application of marketing to documentary information; user needs and behaviour; and the training of information specialists in marketing. Three of the papers are in Arabic and a fourth in English, with French abstracts. The rest are in French.

Beaulieu, Dominique. 1994. "The Experience of CRIQ in the Sale of Information Products and Services: CRIQ and Industrie Information". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India pp. 1-20. Publication pending.

The purpose of the Centre de Recherche Industrielle du Québec (CRIQ), Canada, is to promote the economic growth of manufacturing firms in Quebec by providing them with the technical and industrial information that they need. In 1985, it was decided to charge for all services. This paper describes the strategy adopted by CRIQ to go from free to priced services. Although the number of questions and answers handled dropped by half the year charging was initiated, the service achieved a self-financing rate of 42%. The best level of self-financing was achieved in 1989-90, at 65%, and the current level is expected to be 64%.

Bénaud, Claire-Lise and Bordeianu, Sever. 1993. OCLC's FirstSearch: a reference tool still evolving, Reference Services Review, Summer, 7-16.

Officially released in October 1991, FirstSearch allows end-user access to "the largest book database in the world", OCLC's Online Union Catalog or "WorldCat", as well as selected periodical indexes. By August 1992, the number of databases available on FirstSearch had increased to 23 from six, and OCLC was negotiating with database producers to add others to the system. This paper examines FirstSearch's search capabilities, its user-friendliness, its depth of indexing, its library holdings symbols, and its innovative pricing structure. FirstSearch charges by the search. A search is defined as putting a term or terms on the monitor screen at the prompt and pressing enter. There is no database connect charge and no charge for viewing records (or reading the help screen). Libraries buy searches from OCLC in blocks of 500.

Centre for Documentation on Public Sector Institute of Public Enterprise, Hyderabad. 1989. Marketing of Information Products and Services by Libraries and Information Centres in India, NISSAT-SR-001/89, National Information System for Science & Technology, New Delhi, India, 38p.

Presents the results of a survey of a representative sample of libraries and information centres in India regarding their marketing practices and problems. The questionnaire was mailed to 30 institutions and returned by 18. It was noted that 11 of the libraries did not have any marketing policy; 13 did not set performance targets; the majority of the products produced by the libraries were bibliographical in nature; personal contact was the most commonly used method of promotion, followed by brochures, posters and advertisements. Of the 12 who had priced products, one had a commercial pricing policy, and the rest were cost recovery-based. None had a well-defined marketing program. The implications of the findings are discussed and some recommendations were made.

Char, Lim Kim. 1988. "Library Marketing and its Application to Public Libraries". Singapore Libraries, 18, 19-33.

The author defines marketing and claims that most libraries and documentation centres are already engaged in marketing activities without being aware of it. This argument is emphasized by quoting Andrea C. who maintains that "although libraries do not usually acknowledge the fact, they have been using marketing techniques for a very long time. When a library tries to enhance its public image, it is marketing, when a program is planned in anticipation of attracting a particular audience, it is marketing". Market planning, consumer analysis, market research and the marketing mix are discussed in relation to the library setting.

Chin, Saik Yoon. 1994. "Information Marketing: a practitioner's perspective". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-18. Publication pending.

The publisher of Southbound advocates and elaborates the eight-step "backward" method of doing market research that was developed by A.R. Andreason.

\*Clements, D.W.G. 1984. "The Costing of Library Systems". In Stephen A. Roberts ed., Costing and the Economics of Library and Information Services, Aslib Reader Series, vol.5,

Outlines some of the problems encountered in the costing of library systems. Discusses cost-accounting and determining the variable and fixed costs involved in the various activities - be they product/service delivery or management of same.

Coote, Helen. 1994. "How to Market your Library Service Effectively". The Aslib Know How Series, ed.: Sylvia P. Webb. Aslib, The Association for Library Management, London, UK. 47 pp.

This book explains the practical value of marketing to the librarian and - in concise, easy-to-understand terms - how to adopt a marketing strategy, and devise and implement a marketing plan. To illustrate how this is currently being done, four case studies are presented: a project information centre in a financial services institution; a public library in East London; the Hampshire County Library, one of the largest local library systems in the world; and the Aston University Library and Information Services.



Cronin, Blaise, ed. 1981. The Marketing of Library and Information Services. Aslib reader series, vol. 4, London, UK, 360 pp.

This book is an excellent collection of significant articles on information marketing. It aims to outline the essentials of marketing theory and practice, to stimulate the application of the marketing process to the management of library and information services, and to collect important writing on the subject in one volume. The book starts with early publications on marketing by Theodore Levitt, Philip Kotler, and Benson P. Shapiro. The second section is devoted to articles on the application of marketing principles to the management of library and information services. The remaining sections present articles on marketing practices, marketing research, and marketing communications in the information realm.

Cronin, Blaise. 1982. "New Technology and Marketing - The Challenge for Librarians". Aslib Proceedings, 34(9), 377-393.

This paper was presented at the Library Association's Medical, Health, and Welfare Libraries Group's annual study session at Exeter University in July 1982. Nevertheless, the article presents some important ideas and concepts that are applicable to the marketing of information in general. The theme of the paper is making the concept of marketing known to information professionals. Cronin defines marketing as a consumer-oriented philosophy and urges his readers to make an effort to understand users' needs, demands and wants, and to avoid assumptions where users are concerned. Shows how marketing concepts, especially marketing research and the marketing mix, can be applied to libraries to enhance their success in this competitive age.

Cronin, Blaise, ed. 1992. The Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, 604 pp.

This volume does not supersede the first edition, but is rather a complement and extension to it. It reflects the evolution of ideas on marketing information in the intervening decade. The 41 essays are grouped under the following headings: Mainstream Marketing; Value-Based Management; Pricing and Charging; the Information Industry; and Market Research. Some have been abstracted separately.

DiRenzo, Thomas G. 1993. Developing New Markets for Information Products: 1993 NFAIS report series 1. National Federation of Abstracting and Information Services, Philadelphia, PA, USA. 123 pp.

This handbook was developed on the premise that most information organizations will eventually need to develop new markets to thrive. It is intended to offer the organization that is new at marketing the benefit of experience in applying marketing concepts and managing market development projects within an institutional (administrative) framework. The following topics are dealt with extensively: identifying market development opportunities; establishing and managing market development programs; the role of market research in market development projects; and implementing and evaluating market development projects. Includes a 48-item bibliography.

Gabbert, H. 1993. Marketing Environmental Information Services and Products - INTIB's Energy and Environment Information System. Paper presented at the Fifth Meeting of the Advisory Group of INTIB (Industrial and Technological Information Bank) 17-19 May 1993, Vienna, Austria. UNIDO (United Nations Industrial Development Organization). 9 pp.

A brief status report on the approach being taken by INTIB's Energy and Environment Information System (EEIS) in marketing industrial environmental information targeted at small- and medium-sized industries in developing countries. Within the framework of the marketing mix, the paper describes modifications that were made to existing products, new information sources and publications that were developed, product pricing and income generation activities, placing (distribution channels), and promotion. Based on preliminary feedback, future steps to be taken in each of these areas are suggested.

Gaiffe, Brigitte. 1994. Proyecto Red de Redes: Mercadeo de la Información: Manual de Entrenamiento. CIDE/REDUC (Centro de Investigación y Desarrollo de la Educación/Red Latinoamericana de Información y Documentación en Educación), Santiago, Chile. 76 pp.

This manual was designed as a tool for use in a workshop to acquaint librarians and documentalists from the 18 regional networks that make up REDUC (Latin American Network for Information and Documentation in Education) with marketing principles and practice. The content can be covered in eight 3-hour sessions or 4 full days. Practical exercises based on real or hypothetical situations are carried out in groups of 4-5 persons to illustrate the various elements of marketing. A video of the first such workshop, held in Santiago in December of 1993, is also available.

Galvin, Carol K. and Keiser, Barbie E. 1994. "A Market-Driven Approach for the Library/Information Center", FID News Bulletin, 44(1), January, 5-11.

In concise form, guides the reader through the steps involved in formulating, adopting and evaluating a marketing plan and program. Facilitates application of the process to the readers specific situation by formulating a set of questions to accompany each step.

Gee, Ralph D. 1981. "Inspiring a Promotional Creed in Information service; an examination of how far the classical theories of customer-oriented marketing are applicable within the realities of information service organizations", in Blaise Cronin ed., The Marketing of Library and Information Services, Aslib Reader Series, vol.4, London, UK, 49-64.

Argues that the marketing concept, though gaining acceptance, has not been embraced rapidly by information professionals. Much remains to be done to correct the misconceptions of marketing among information professionals. He urges information professionals to be more responsive to users' needs and suggests that they become more aggressive in assessing users' needs. "We still need to know what our users' need, and we cannot do this from a desk or an information centre which we never leave" (p.61).

Geethananda, Hemamalee. 1993. "Marketing Development Information in South Asia", Information Development, 9(1/2) March/June, 44-50.

Describes the experience of the Development Information Network for South Asia (DEVINSA) in attempting to market its products and services, with a view to becoming self-sufficient. Initial pricing based on costs (including staff time and overhead) was found to be more than the market would bear, even with price discrimination between users in North America and Europe and South Asia. A consultant was called in and a strategy for promoting DEVINSA was proposed. The strategy included pricing additional products (e.g. training and consultancy), strengthening DEVINSA's corporate identity, producing a brochure to promote sales, developing a mailing list, and tapping additional sources for the consolidation and enhancement of the database. A vigorous marketing plan was to be launched as part of Phase III of this IDRC-supported project.

Gopalakrishnan, N.K. 1994. "DEVINSA Business Plan and Strategy". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-16. Publication pending.

Analyzes the problems encountered by the Development Information Network for South Asia (DEVINSA) in attempting to implement its business plan and marketing strategy. Suggests some corrective measures.

Gumbs, Barbara. 1994. "Understanding the Target Market: the CARIRI Experience". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-16. Publication pending.

The Technical Information Services (TIS) of the Caribbean Industrial Research Insitute (CARIRI) offer a question/answer service, consultancies, and training in TIS. A user survey involving an analysis of requests for information, a client questionnaire, and workshops with industrial leaders was carried out in order to identify the kind of information that clients required and whether they would be willing to pay for it. An analysis of the competition was also carried out. The results indicated that clients would be willing to pay for value-added (repackaged) information and that this was a more likely income-earner than the question/answer service.

Haravu, L.J. 1994. "The Experience of ICRISAT". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-14. Publication pending.

Describes how the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) applied marketing principles, especially market analysis and segmentation, to develop information products and services with the best potential to meet user needs and make an impact on its 50 target countries; and to introduce a discriminatory pricing policy, as a method of recovering some costs without compromising access to the service by those unable to pay.

Irving, Ann. 1992. Marketing the Information Profession to the Information Society, Library Association Publishing Limited, London, UK, 53 pp.

Examines the role and contribution of the information professional to modern society, and how information professionals can improve their position in society by reconsidering some current practices.

Jain, Abhinandan K.; Jambhekar, Ashok; Rao, S. Sreenivas; Rao, T.P. Rama; Jajoo, B.H.; and Koshy, Abraham, eds. 1994. Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad. Indian Institute of Management, Ahmedabad (Gujarat) India. 1 vol. (various pagings). Publication pending.

The purpose of the workshop was to identify key issues in the marketing of information products and services; problems faced by libraries and information centres in dealing with marketing issues; and possible solutions. A fourth objective was to prepare an outline for a manual on marketing information products and services, and this is included in the proceedings.

The 13 papers presented at the workshop are grouped under the following headings: Marketing Management (three papers); Assessment of Need and Demand (five papers); and Marketing Program Formulation and Implementation (five papers). Individual papers have been abstracted separately.

Jain, Abhinandan, Rao, T.P. Rama, and Jambhekar, Ashok. 1994. "Marketing of Management Information Research at IIMA". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-53. Publication pending.

In 1987-88, the Indian Institutes of Management established a Learning Resource Centre offering management games, audiovisual material, and a database of Indian management literature. To make the Centre self-sustaining, its products and services were expected to serve external clients, especially from business and industry. This paper documents the steps taken by the institutes to assess the market opportunity for such services, select target market segments, and identify likely products.

Jotwani, D. and Haravu, L.J. 1992. "Pricing of the SDI Service at ICRISAT". Journal of Information Science, 19(1993), 51-55.

The International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) provides a monthly SDI service to 364 users in over 50 countries. The service costs about US \$25 000 per year and is funded partly by a special project and partly by core funds. Cuts in core and project funds have forced the Institute to consider charging for the SDI service to offset the cost, but without hampering its accessibility to users who cannot pay.

It was decided to identify the market segment with the highest ability to pay - 10 private sector users - and to charge them an annual fee based on the average number of records and photocopies that they required over the last 12 months. The users were willing to pay for the SDI service and 2.24% of the cost of providing it was recovered. Consideration is now being given to charging other market segments, i.e. users from developed countries using the same pricing technique, and extending pricing to other information services/products that are client-specific, repackaged, and costly.

Keiser, Barbie E. and Galvin, Carol K. 1988. Marketing Library Services: a nuts-and-bolts approach (third edition). Riverside Data Inc.'s Marketing Library Services Series, Sudbury, MA, USA, 1 vol., various pagings.

Examines the economic and technological environment in which today's librarians work, explaining how global competition, corporate restructuring, and technological change make it imperative that librarians understand and apply marketing principles in their work. Presents a practical step-by-step guide to conducting an information needs assessment; analyzing the library's strengths and weaknesses and determining what it is capable of offering; identifying what products or structures need to be developed, modified, or eliminated to meet clients' needs (market opportunity analysis); developing the appropriate marketing mix; drawing up a marketing plan; and instituting an ongoing process of evaluating both products and marketing plan. Practical examples such as checklists, questionnaires, relevant experiences from both corporate and public libraries, etc., are appended to the appropriate sections.

Kotler, Philip. 1982. Marketing for Non-Profit Organizations 2nd edition. Prentice-Hall, Eaglewood Cliffs, NJ, USA, 528 pp.

In his classic and most quoted book, Kotler argues the case for applying marketing principles to service and not-for-profit organizations. The book supplies a basic tool for studying how marketing concepts could be applied by the information professionals. Kotler's work is one of the earliest contributions to the application of marketing principles to non-profit organizations which include libraries.

LaGuardia, Cheryl and Martorana, Janet. 1993. "Marketing the Library: the library media fair". College and Research Libraries News, 54(9), October, 502-504 and 511.

Describes how a University library successfully raised awareness of the new technology available in the library by means of a media fair.

Lahiri, Abhijit. 1994. "Inculcating Marketing Orientation in Information Centres". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-16. Publication pending.

Examines some of the problems associated with marketing information in India, with reference to the experience of a number of information centres nurtured by the National Information System for Science and Technology (NISSAT), New Delhi, a Government of India program.

Learned Information Inc., MLS: Marketing Library Services, ed. Sharon La Rosa, (periodical: 8 issues per year), 1143 Old Mariton Pike, Medford, NJ, USA. 1987...

MLS was created to provide practical information on marketing processes and techniques that can be applied in the library setting and to expand the profession's awareness of the relevance of marketing to libraries and information centres.

Levitt, Theodore. 1960. "Marketing Myopia". Harvard Business Review, 38(4), July/August, 45-56.

This is the classic article that challenged and revolutionized the traditional, or product-oriented, view of marketing by asking the question, "what business are we in?". Levitt opens his case by referring to the failure of the railroad industry which he attributes to defining itself as being in the 'railroad business' rather than the 'transportation business'. Levitt points out that the success of any business or organization lies in how consumer-oriented it is. Marketing has since come to be associated with meeting the demands of consumers and understanding consumer behaviour. This publication is one of the most cited in the literature of consumer-related marketing.

Marks, Lindon. 1994. "Marketing and the Public Sector Library: some unresolved issues", *The Australian Library Journal*, February, 17-27.

Explores some of the difficulties that need to be considered when applying a marketing model to a public library. The first is the lack of a direct link between usage and revenue. Successful marketing is supposed to result in more clients; unless the library has an ample supply of under-used resources, an influx of clients will be a problem. While increased usage can be used as an argument for increased funding, there is no guarantee that it will result in increased funding.

The second is the conflict between professionalism and the client-centred approach, the core of marketing: the professional librarian's "culturally given right and responsibility to exercise judgement in diagnosing problems and prescribing solutions or appropriate actions according to certain standards that are set and monitored by a professional association" versus the commercial precept that the customer is always right.

Charging for services creates another dilemma, since it can result in the downgrading and/or diversion of resources from what the librarian considers core library services to popular services. The author points out that the ultimate aim of the public sector organisation is long term 'social profit' rather than short term 'customer satisfaction'.

McConnell, Paul. 1994. "Measuring the Impact of Information: implications for marketing of information". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-12. Publication pending.

Describes the efforts by Canada's International Development Research Centre to establish criteria for measuring the impact of information activities, not in terms of immediate inputs and outputs, but in terms of their impact on development. For example, the National Institute of Science, Technology and Development Studies (NISTADS) in New Delhi is developing new information tools that will improve planning at the regional and local level. In a few years, NISTADS should be able to point out how use of the new tools resulted in, e.g., improvements in water supply which led, in turn, to a reduction in water-borne diseases. This evidence could be used to promote the tools and to generate further investment in them.



Michael, Benedict P. 1992. "Marketing of information in the Water Sector in Tanzania: a strategy for MAJIDOC". Information Development, 8(2), April. 95-98.

Outlines a strategy for marketing the information products and services of the Water and Sanitation Information and Documentation Centre (MAJIDOC) of the Water Resources Institute in Dar es Salaam, Tanzania. Discusses the market environment, resource requirements and objectives of the marketing strategy, and outlines an action programme involving internal and external promotion through various types of media and activities. Includes a budget plan for financing the implementation of the strategy. (Journal Abstract)

Musib, S.K. 1991. "Information Needs of the Cottage Industries: a survey report", CLIS Observer 8(1&2), January-June, 14-17.

A survey of 114 cottage industries manufacturing wooden or bamboo products in 11 villages of the Burdwan District, West Bengal, revealed that the main sources of information regarding production, marketing and technologies were self, family members, fellow professionals, friends, neighbours, relatives, and the local market. Only 10.5% were currently using the library to consult books or newspapers. However, 78% expressed willingness to use public library services and even pay a nominal charge for getting the necessary information.

Nwagha, Georgiana K.N. 1992. "Information Needs of Rural Women in Nigeria". Information Development, vol.8, April, 76-82.

The author points out the information gap between the rural and urban women and argues that rural African women are "kept in the dark" when it comes to new innovations. She recognized rural African women as the cornerstones of the rural society whose contribution to rural socio-economic development should not be ignored. Stating the fact that 80% of the food crop in Africa is cultivated by women and that women carry the burden of catering for the needs of their families, the author claims that rural African women need information to help them increase their productivity and to reduce their tedious daily tasks. Nonetheless, the fact that most of these women are illiterate is recognized as an obstacle to using written documents as sources of information. The most common sources of information for rural women, Nwagha claims, are word of mouth and radio. Unfortunately, "the radio are not aimed at informing the rural audience, but at entertaining the urban elite... leaving the rural dwellers' need for survival information unsatisfied". Thus, the author feels that at present there really are no information services which satisfy the information needs of rural people in general, and rural women in particular.

Olaisen, Johan . 1992. Pricing Strategies for Library and Information Services. In, Cronin, Blaise, ed., 1992, The Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, 238-258.

Examines the objectives of pricing library and information services and alternative pricing strategies (optimal pricing, pricing according to value, full cost recovery, marginal cost pricing, and 'free' distribution). The historical case of the public libraries in Volda and Orsta, Norway, is cited to show how applying a special tax for library services prohibited its use by certain groups; the case of four Californian public libraries, to show how marginal cost pricing did not reduce the demand for online information searching; the case of the Aarhus School of Business and Administration Library, to illustrate how charging certain users (private industry, researchers with financial support) enabled it to offer free online searching to the researchers, professors and students at the institution; and the case of the Norsk Hydro Library, to illustrate the benefits of an in-house library billing other departments for their use of its services.

Ouellette, L. Paul. 1992. How to Market the IS Department Internally: gaining the recognition and strategic position you merit, AMACOM, American Management Association, New York, NY, USA, 185 pp.

An energetic guide to meeting the needs of the clientele and raising the profile of the IS department within the context of increasing financial constraints, an increasingly computer-literate workforce and competition from outside sources of information.

Riaz, Bushra. 1994. "Marketing of Information at the Lahore University of Management Sciences". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-15. Publication pending.

In 1987, the Lahore University of Management Sciences library brought together eight other libraries to form the Lahore Business and Economics Libraries Network (LABELNET), the first library network established for information retrieval and resource-sharing in Pakistan. Its databases now hold nearly 20 000 references on Pakistan's business and economy, trade and industry, finance, statistics, and allied disciplines. The network was set up with support from Canada's International Development Research Centre, but is expected to become self-sustaining through sale of its products and services. A detailed questionnaire (appended to the paper) has been designed to conduct structured in-depth interviews with selected individuals from each of the four target segments to collect data on their information needs.

Rosenberg, Diana and O'Connor, Brigid. 1988. "Training at the Grassroots: an integrated approach to training library assistants in Southern Sudan". Information Development, 4(1), January, 14-20.

Evaluates the library training program which has been in operation since 1978 in Southern Sudan and analyzes its overall impact. The components of library training sessions, seminars and courses are outlined. The paper reveals that the library training program does not touch on the concept of marketing of information. Rather, a product-oriented approach is being reinforced in the teaching.

Savard, Réjean. 1988. Guidelines for the Teaching of Marketing in the Training of librarians, Documentalists and Archivists, PGI-88/WS/ 1, UNESCO, Paris, France, January, 115p.

This book is an excellent guide to teaching marketing to information professionals. It describes the marketing approach and then presents some modules as possible contents in the training of marketing. The author suggests that as much as there is a need for including marketing course in the curriculum of librarianship, identification and selection of qualified teachers who have management as well as information science background is vital. The marketing course to information professionals, the author suggests, should include courses on: promoting awareness of the importance of marketing for information services, consumer information-seeking behaviour, marketing research, components of the marketing mix, and marketing strategy and planning. The author suggests that these courses be taught in an environment where student participation, team work, and role-playing are encouraged.

Savard, Réjean and Lkhayat, Nozha Ibn. 1993. "Besoins d'information et développement: pour un meilleur marketing des systèmes d'information en Afrique", Libri, 43(1), Munksgaard, Copenhagen, Denmark, pp. 67-85.

In 1989, the Pan African Development Information System (PADIS) undertook a mail survey in order to find out more about its clientèle, where they get their information, how much time they spend getting information, and what sort of information they need. The survey sample was compiled from the PADIS mailing list. The response rate was 29.9%, comprising 286 respondents in 23 francophone African countries. This paper summarizes the results of the survey and attempts to draw some conclusions that are valid for information services in developing countries in general. Of particular interest was the finding that the seven information systems and networks mentioned in the questionnaire (including PADIS) were both little known and under-utilized.

Shapiro, Stanley J. 1980. "Marketing and the Information Professional: odd couple or meaningful relationship?" Special Libraries, 71(11), November, 469-474.

Reviews the literature on the application of marketing techniques to the non-profit sector and notes some of the lessons learned in the application of marketing concept to the information realm and to the non-profit sector at large. The author presents marketing as an attitude, an approach, and a set of relevant tools, techniques, and concepts in order to explain the contribution of marketing to the world of special libraries and to the information sciences. Shapiro suggests that universities teach librarianship combined with management and marketing courses. He even suggests that a joint MLS-MBA program be established.

Sherman, Steve. 1980. ABC's of Library Promotion: second edition, The Scarecrow Press, Inc., Metuchen, NJ, USA, 242p.

Urging the librarian to "know your product, your competition, your clientele", the author presents promotional ideas for public libraries, school libraries, and college and university libraries. Covers the 'how-to' of media promotion, lobbying, and continuously evaluating and developing a public relations program.

Sison, Josephine C. 1993. "Marketing of Information Services in the Context of Asian Countries", FID News Bulletin, 43(11/12), November/December, 273-276.

Based on a paper prepared for the Workshop on Information organized by ISTIC and Unesco and held in Beijing, April-25-28, 1993. Explores the current environment in which the marketing of information is taking place and describes the experiences of the Agricultural Information Bank of Asia (AIBA) in marketing its services.

Smith, Barry B. 1983. "Marketing Strategies for Libraries". Library Management. 4(1), 1-52.

Discusses the application of some basic marketing ideas to library management. Takes a broad spectrum of marketing literature, analyzes the theories, and applies the concepts to the public library situation.

St. Clair, Guy. 1990. "Marketing and Promotion in Today's Special Library". Aslib Proceedings, 42(7/8) July/Aug, 213-217.

The author states that all libraries are already engaged in marketing and promotional activities either active or passive but believes that its importance need to be emphasized and the activity coordinated. The article argues that effective information marketing includes combining the concepts of marketing, promotion and public relations once the marketing plan is laid out. The article attempts to reinforce the need for marketing amongst libraries and information documentation centres and points out some of the benefits derived from it.

Tucci, Valerie K. 1988. "Information Marketing for Libraries". In, Williams, Martha E., ed. Annual Review of Information Science and Technology, Vol. 23, New York, Oxford, Tokyo,, 59-82.

The focus of this report is how marketing principles can be applied to information marketing. Four major elements are discussed in the paper namely: identification and analysis of market opportunities, segmentation and selection of target markets, development of competitive market-mix strategies, and design of supporting management information systems. The paper also reviews the literature on information marketing and documents the progress made in applying the marketing process to information from the 60s through the 80s.

Vespry, Arthur. 1994. "Marketing of Information and Generation of Income: the LRDC Experience". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-40. Publication pending.

The Library and Regional Documentation Centre (LRDC) of the Asian Institute of Technology in Manila, the Philippines, comprises five specialized information centres: the Asian Geotechnical Engineering Information Centre (AGE); the Environmental Systems Information Centre (ESIC); the International Ferrocement Information Centre (IFIC); the Regional Energy Resources Information Centre (RERIC); and the Management of Technology Information Centre (MOTIC). The centres were initially funded by grants from governments and donors, but are now expected to be self-supporting. This paper discusses the elements of marketing information in general, and describes the marketing strategies that were developed by LRDC for each of its participating centres.

Vijayavergiya, A. 1994. "Information packaging and Repackaging at Infuse, Inc.". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-11. Publication pending.

Infuse, Inc., New Delhi, is a professional network of over 100 associates from different industries and professions. This paper describes the different products (a monthly magazine, a customized selection of condensed articles, thematic packages, and a database) sold by Infuse and how they have evolved.

Virgo, Julie A.C. 1992. "Costing and Pricing Information Services". In, Cronin, Blaise, ed. 1992. The Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, 286-297.

The title notwithstanding, this paper focuses on the costing of library services, since costing is an essential prerequisite to making pricing decisions and can also be used for other purposes, e.g. demonstrating that it is cheaper to provide library services in-house than to contract them out (or vice-versa). Discusses both the formal method of calculating direct and indirect costs to arrive at a unit cost per service centre, as well as a less formal method, the cost finding approach, that involves using existing accounting data.

Viswanathan, T. 1994. "Marketing Strategy for CAPS". In, Jain, Abhinandan K. et al, eds. 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-8. Publication pending.

Subscribers to the Indian National Scientific Documentation Centre's Contents, Abstracts and Photocopies Services (CAPS) receive the contents of 30 journals chosen from a list of 5 000 core Indian and foreign periodicals in different disciplines via paper, diskette, email or fax. Abstracts or photocopies of the full text are available at extra cost. CAPS was launched in 1992 with the goal of enlisting 1 000 subscriptions in two years. By 18 months, close to 500 had been sold. It had been expected that the subscriber mix would be 80% individuals and 20% institutions; it was actually 64% individuals and 36% institutions. At this mix, it is expected that the service will become viable at 800 rather than 1 000 subscriptions.

Walters, Suzanne. 1992. "Marketing: a how-to-do-it manual for librarians". Number 20. Neal-Schuman Publishers, Inc., New York, NY, USA, 112 pp.

Examines marketing as a process through which the librarian comes to understand the customer, enabling libraries to become "customer driven" or "market driven". Considers customers to be not only the users of library services but also individuals and organizations who have a stake in the library: elected officials who control the funding base (e.g. municipal budget), civic and neighbourhood associations, and a wide variety of special interest groups. Offers practical, step-by-step guidance to understanding the concept of marketing through to the development and implementation of a marketing plan. Sample marketing plans, worksheets, charts, and diagrams are included.

Webb, Sylvia P. 1994. Making a Charge for Library and Information Services. The Aslib Know How Series, Aslib, The Association For Information Management, London, UK. 50 pp.

Examines the main issues to be taken into consideration when instituting a library pricing policy. Charging may be external, i.e. to outside clients who pay money for services, or internal, by which the cost of providing a service is attributed to another department or cost centre within the organization. The factors to be taken into consideration in costing and pricing a given service are examined and illustrated by the experiences of four libraries: the Chartered Institute of Marketing's Library and Information Service, INFOMARK; the library of the Eversheds (Solicitors) Birmingham Office; the British Library Science Reference and Information Service; and IfB (Information for Business) at the Westminster Reference Library.

Weingand, Darlene E. 1987. Marketing-Planning Library Information Services, Libraries Unlimited, Littleton, CO, USA, 152p.

Presents marketing concepts and planning as being inter-related and complementary. Part one of the book examines the definition and components of marketing, including market analysis and the marketing mix. Part two focuses on the planning process, including setting marketing objectives, conducting marketing audits, and establishing a goal. Overall, the book stresses that planning and marketing are prerequisites to a successful information service and can be used as a guide by information professionals.

Whyte, Mona. 1994. "CEIS: Does It Serve Its Users' Needs? (A look at its needs assessments and marketing strategies)". In, Jain, Abhinandan K. et al, eds., 1994, Marketing of Information Products and Services: proceedings of the IIMA/IDRC workshop held from 14-17 February 1994 at the Indian Institute of Management, Ahmedabad, Indian Institute of Management, Ahmedabad (Gujarat) India, 1-16. Publication pending.

Describes the needs assessment approach taken by the Caribbean Energy Information System (CEIS), Jamaica, and how it has, over time, translated into inputs for which marketable products have been developed.

Wood, Lawraine. 1992. "Running the Library as a Profit Making Business". In, Cronin, Blaise, ed. 1992. The Marketing of Library and Information Services 2, Aslib, The Association for Information Management, London, UK, 286-297.

Describes how the librarian at the British Hydromechanics Research Association responded to organizational policy changes that called for the introduction of charges, i.e., moving from an overhead expense to a cost-recovery mode of operation. Outlines the advantages (e.g. allows the librarian direct control over income generated) and disadvantages (e.g. increased internal administration) of running a library as a business.

Yates-Mercier, Penelope A., and Steward, Yvonne F. 1991. "The Marketing of Internal Business Information Services". Journal of Information Science, vol.17, 221-233.

Reviews how the marketing of information is viewed within companies in the business sector. With reference to a literature review and survey, shows how the concept of marketing has evolved over the years from that of being considered synonymous with promotion to being viewed as an integrated whole composed of market analysis, the marketing mix, and market planning. Concludes that marketing information services is gaining acceptance and recognition as a major management tool. However, like Tucci, the authors of the article firmly believe that "a great deal still remains to be achieved".



## **ANNEX TWO: BIBLIOGRAPHY**



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